MEMORANDUM FOR: *Dave* —

— Before sending the memo, let me bring it up at staff mtg & give you a moment generally to describe the project

— Re para 4. 1 & 4 are clearly in our area of substance 2 may be . 3, it seems to me, is clearly implementation, ie-sphere.

— We should, I believe, have a "collegial" meet upon receipt of views.

FORM 5-75 101 USE PREVIOUS EDITIONS

Date

30 JUN 1983

STAT

CONFIDENTIAL

The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

NIC 4739-83
30 June 1983

MEMORANDUM FOR: C/NIC
                 VC/NIC (H. Meyer)
                 VC/NIC (C. Waterman)
                 All NIOs

FROM   : David B. Low
                 National Intelligence Officer at Large

SUBJECT   : Long-Range Planning for the Intelligence Community

1. The Intelligence Community Staff has been asked by the DCI to establish a long-range strategic planning process for the intelligence community. In this regard, the IC Staff has recently reviewed previous planning efforts in the community and examined the long-range planning effort in some dozen large private corporations. The IC Staff sees itself as a facilitator in this process and intends that the members of the community themselves participate directly in establishing goals and delineating strategies to implement those goals pursuant to a planning cycle. One feature which distinguishes this effort from previous ones is a desire to reach sufficiently long-term to avoid being constrained by current priorities. Thus, the time horizon for this effort will be the 1990's, i.e., 10-15 years hence.

2. The IC Staff visualizes the following phases in the planning cycle:

Phase I.   The establishment of a set of long-range goals for the community against the background of a document in which the outlines of the future environment are set out.

Phase II.   Coordination and approval by NFIB/NFIC of a statement of the goals of the intelligence community together with development of a set of implementation strategies. This stage will have a budget forecast element.

25X1

CONFIDENTIAL

CONFIDENTIAL

Phase III. Development of a strategy for accomplishing each goal on a community coordinated basis. It is visualized that every third year each goal and its accompanying objectives would be reviewed for progress and appropriateness.

3. It has been agreed that the NIC will produce the paper mentioned in Phase I. above which outlines what the 1990's will hold and on the basis of which goals will be set by community principals. In order to accomplish this, I request of each NIO a brief assessment.

4. This assessment should attempt to describe very briefly those features of the environment 15 years hence which will not be the same as today. Unlike previous planning documents which have attempted to suggest what substantive changes will occur in the Middle East, for example, this effort should examine more broadly those kinds of issues which will be different from today's issues, or which will require a different kind of intelligence community to address. It strikes me that at least four categories of concepts should be considered:

1. Substantive issues which are not currently high priority or even examined at all,

2. Kinds of disciplines, scientific, sociological, etc., which will require emphasis and resources,

3. Administrative aspects, such as the possible need for community-wide data retrieval at a console next to an analyst, and

4. Issues which are of considerable significance today, but which will not be then.

5. From this I will attempt to integrate the views into a draft paper for future review by the NIC. It has not been decided whether that paper will end up at the NFIB for review.

6. It is requested that the broadest community view be taken of these issues. We must make an attempt to be complete in our representation of elements or members of the community.

7. Please return your views to me by the end of July. By way of suggestion as to format, each issue should be described, together with a brief assessment of its implications, in no more than one page. At least initially, no holds should be barred in terms of implications for cost, manpower, hardware, organization of the community, etc.

David B. Low

cc: [ ] IC Staff

25X1